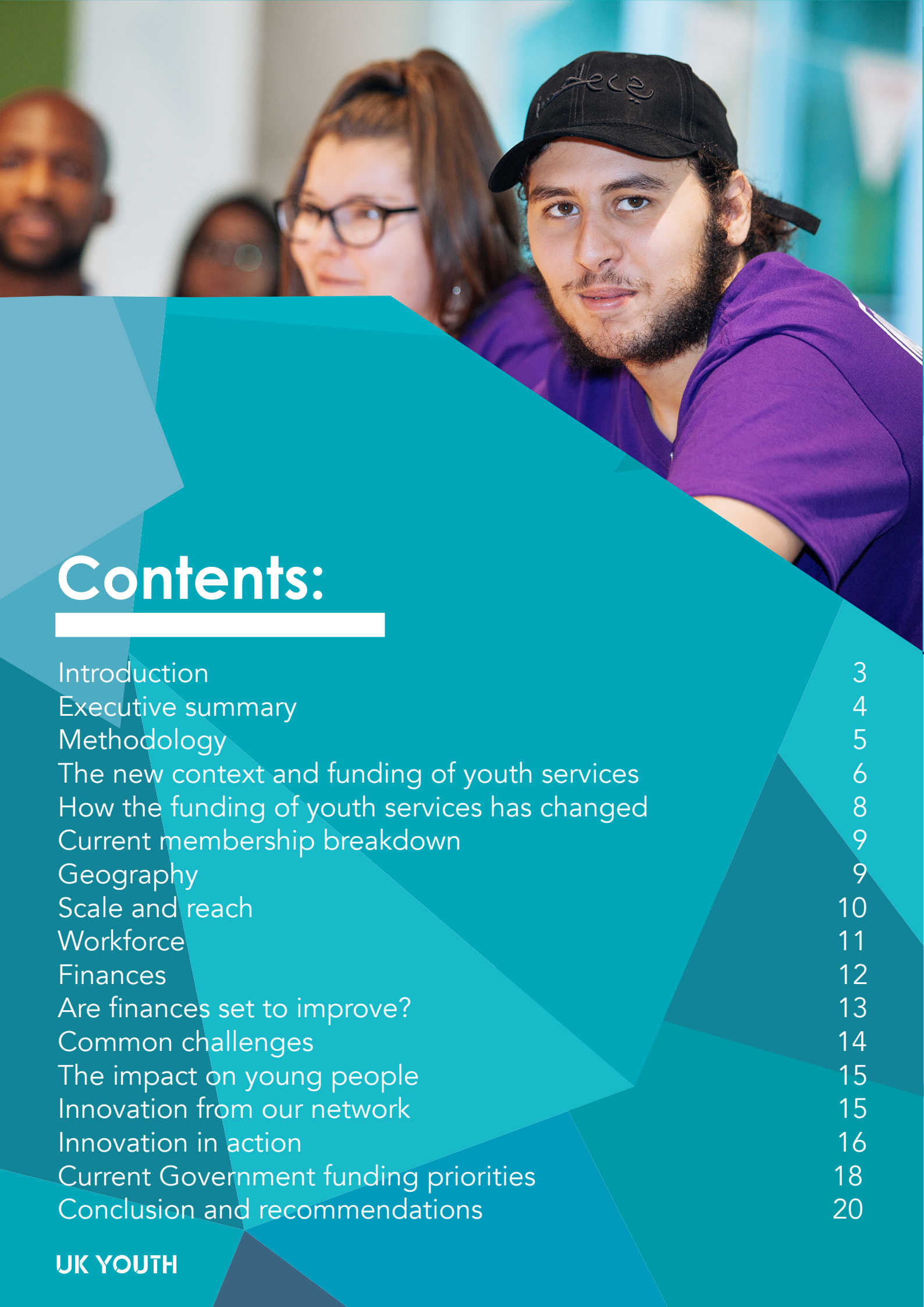




UK YOUTH

State of the Membership 2018



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Introduction

In September 2017, two national youth charities, UK Youth and Ambition merged, forming the UK's largest youth charity dedicated to supporting the youth sector and helping all young people to build bright futures. Both organisations have a long history of supporting young people and the youth sector, with a common heritage as the National Organisation of Girls' Clubs (UK Youth) and the National Association of Boy's Clubs (Ambition) which reaches back over 90 years. UK Youth will continue to champion the role of the youth sector and shape innovative community based and online services to improve social mobility.

Tracey Crouch MP, Minister for Sport & Civil Society

"For many young people, their youth club is their only safe space. We believe every young person in every region, city, town and village should have access to a minimum standard of youth services, enabling them to access mental health services, citizenship education, social mixing and training."

Set amidst the context of continued reduced funding (local authority spending on youth services fell 15.2% from £527.9m in 2015/16 to £447.5m in 2016/17¹) and a new emerging complex picture of youth service delivery, this report provides an overview of UK Youth's membership data as a merged organisation.

Specifically, the report looks at:



¹ <https://www.cypnow.co.uk/cyp/news/2004653/youth-service-cuts-deeper-than-predicted>

Executive summary

This report forms the start of UK Youth’s annual State of the Membership report; looking across our membership and identifying key factors affecting our members each year. A proportionate sample of each of our membership categories was used for data collection to ensure the results were representative of our varied membership.

Funding of youth services has changed in recent years, with significant reductions in government spending on young people and the movement of youth service provisions into other statutory departments. Whilst sadly some organisations have been forced to close due to lack of funding, many others have moved to more innovative models of delivery to ensure their sustainability.

The data shows the largest proportion of young people supported by UK Youth members come from **some of the most deprived communities** in England. More than 191,000 young people from the 40% most deprived areas in England are reached indirectly through local or national networks affiliated to UK Youth.

The workforce across our membership network is **predominantly volunteer led**, with two volunteers for every full time staff member. When workforce is looked at against size of organisation, it’s clear that those with a higher turnover have a higher amount of full time staff than those with a smaller turnover; an average of 44% of the workforce as full time staff in a large member organisation compared to just 2% in a small member organisation. This puts additional pressure on smaller organisations in ensuring their volunteer workforce have the correct training, skills, support and policies in place to better support the young people they work with.

Our data does not show a clear relationship between regional change in government funding and the income of members, which is surprising.

However, this may be due to the nature of our research taking place within a paid membership base. It would be fair to assume organisations who have continued with their paid membership in a time of reduced funding are those who have diversified their income streams.

The report has found that regardless of an organisation’s method of delivery (i.e. directly delivering services to young people or working indirectly through regional or national networks), the top three challenges were the same:

- >> Lack of funding and sustainability
- >> Lack of voice and influence at a national level
- >> Lack of skilled, experienced staff

There is a need to ensure a **united voice for the sector** on a national level, something UK Youth is in prime position to deliver post-merger. It is also imperative that the correct infrastructure, support and training is on offer for organisations to be able to support both their paid and volunteer workforce, and ensure the best service possible for all beneficiaries, whilst supporting young people.



Methodology

In order to present a data analysis representative of UK Youth’s membership, a sample was used in proportion to the different categories of membership. The analysis mapped each member’s postcode to the Office for National Statistics’ census output areas data; from this, the Index of Multiple Deprivation score and rural/urban description for the location of each organisation was identified.

The total results for the membership were estimated due to gaps in available data. Where data was missing, members’ data was replaced with average results, and the real and replacement data was totalled. An average result was estimated from complete response, weighted to be representative of the size of member organisations (Small, Medium and Large). Only complete responses were used because of outlier numbers and the data in incomplete responses was thought to be less accurate.

Any reference to members includes both UK Youth and Ambition members. The report focuses on the situation in England, in terms of members and available Government data. However data from UK Youth National Partners (Youth Scotland, Youth Cymru and Youth Action Northern Ireland) has been used to calculate reach. Membership is broken down into three categories based on organisational turnover:



UK Youth has a number of local authorities within the membership network, taken on by Ambition after the merger with the Confederation of Heads of Young People’s Services (CHYPS) in 2015. By including these organisations with the rest of the membership the results were skewed by their larger figures. As such, a decision was made to not include that information. Where local authority information is referenced, it is using publically available data.

Whilst this report does not provide comprehensive information on all members, it seeks to provide a general overview and highlight key trends, as well as provide a snapshot of experiences of the wider youth sector.



The new context

With a **heritage of more than 90 years**, UK Youth's members are a large and diverse group. They include regional infrastructure organisations, local authority-led youth services, national charities working with and for young people, and statutory and voluntary local youth clubs and groups.

However, with local and regional statutory youth services having experienced **more than £400 million of reductions** across England, the sector has had to evolve rapidly. The result of this being a huge variability in how services are being sustained across England's 152 local authority areas.

There are now **multiple organisational and delivery models** in existence, including commissioned services, voluntary sector-led provisions, Community Interest Companies, mutuals, social enterprises, cross-borough collaborations, and in some cases still statutorily-led provisions.

Consequently, UK Youth has **diversified their membership base** in recent years to allow all organisations that work for the benefit of young people to join.

It is recognised that the growth and diversification of membership presents both opportunities and also challenges which must be addressed.

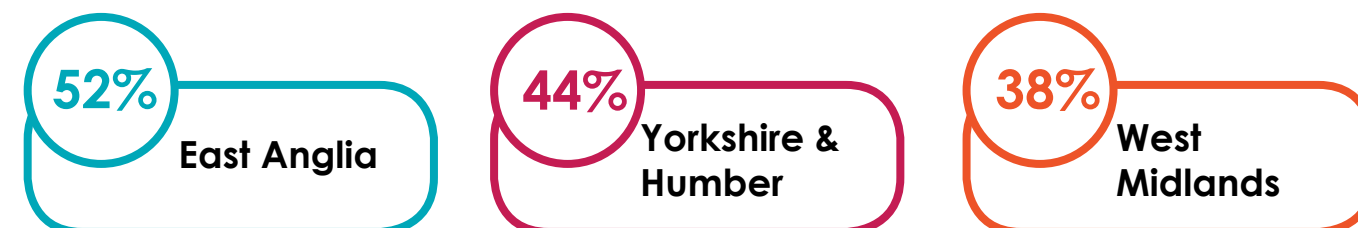
How the funding of youth services has changed

Many of the remaining local authority youth service provisions have been significantly reduced and moved into other statutory departments, including children's services and social care. While new infrastructures and support models have emerged, in nearly all cases, services are being delivered with a significantly reduced budget when compared to before 2010. It must be acknowledged that innovations driven by cost-saving are not always in the best interests of young people. Front line services are often preserved over administrative services, which can cause strain to front line staff to cope with levels of demand³. At local authority level, the most deprived areas have seen the greatest cuts⁴, in particular areas around early help and intervention, despite reports that an increased emphasis on early help and early intervention is the best response to financial pressures⁵.

Analysis of local authority spending on young people in England between **2014/15** and expenditure calculations for **2017/18**⁷ reveal there has been a:

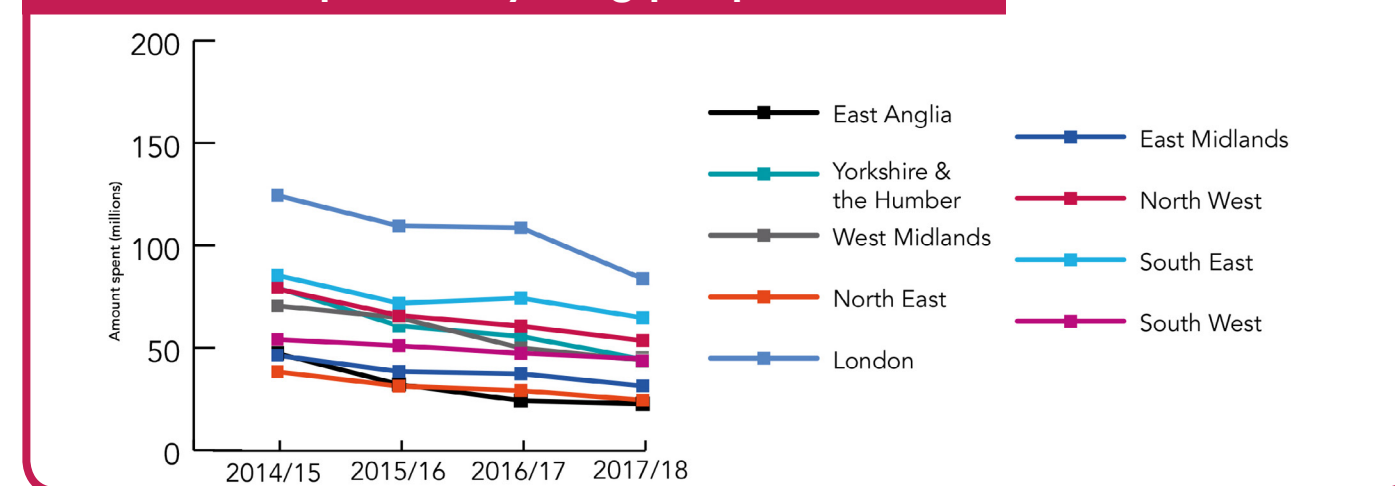
- >> **34% reduction in gross spending**
- >> **41% reduction in universal spending**
- >> **26% reduction in targeted spending**

The regions that have experienced the biggest reductions in gross expenditure on services for young people since 2014/15 are:



The South West has been least affected, with a 17% reduction, although it has experienced substantial cuts (39%) to universal funding⁸.

Government spend on young peoples services



³Local Responses to Austerity, Bailey, Bramley and Hasting, 2015

⁴Bailey, Bramley and Hastings, 2015

⁵Children's services; spending and delivery, 2016

⁶Austerity, rationing and inequity: trends in children's and young peoples' services expenditure in England between 2010 and 2015, Webb and Bywaters

⁷<https://www.gov.uk/government/collections/section-251-materials>

⁸SPACE case study

How the funding of youth services has changed

In some cases, the same regions have felt the brunt of cuts to both universal and targeted funding. East Anglia and Yorkshire and Humber have fared particularly badly. London has seen dramatic cuts to universal budgets but targeted funding for the most vulnerable has been relatively untouched.

The regions that have experienced the biggest reductions in universal expenditure on services for young people since 2014/15 are:



The South East has been least affected with a 12% reduction. However, it has been hit much harder in terms of reduced funding for targeted work with young people (29%).

The regions that have experienced the biggest reductions in targeted expenditure on services for young people since 2014/15 are Yorkshire and Humber, East Midlands and East Anglia, as can be seen:

Region	Reduction in spending since 14/15
East Anglia	31%
East Midlands	38%
London	11%
North West	28%
North East	23%
South East	29%
South West	2%
West Midlands	30%
Yorkshire and the Humber	50%

£ The impact of funding cuts has been felt acutely by young people with the closure of more than 600 youth centres and the loss of 139,000 places for young people in youth services between 2012 and 2016 .

⁹A future at risk, Cuts in youth Services, 2016, Unison

Current membership breakdown

There are **230 direct member organisations** within UK Youth’s network in England. Together with Nation Partners in Scotland, Northern Ireland and Wales, they reach approximately **four million young people across the UK**, nearly a quarter of a million of whom live in some of the most deprived neighbourhoods in England.

Members of UK Youth providing local or regional infrastructure report working with over **2,000 youth clubs across England**, offering local, on the ground support where it’s needed most. Although this is not an exact figure on the number of youth clubs and organisations within the UK Youth membership network, it can be estimated that it is representative of a sizeable proportion of the sector.

Geography

UK Youth has a wide geographic spread of members, with a large majority clustered in London and the South East.

More than a third of members are based in the South East (39%) which can be explained by the predominance of youth clubs in Hampshire that UK Youth now support, due to the closure of 4Youth in 2016.

A fifth of members are based in London, including many of the national youth charities (for example St John Ambulance and YMCA England).





Scale & reach

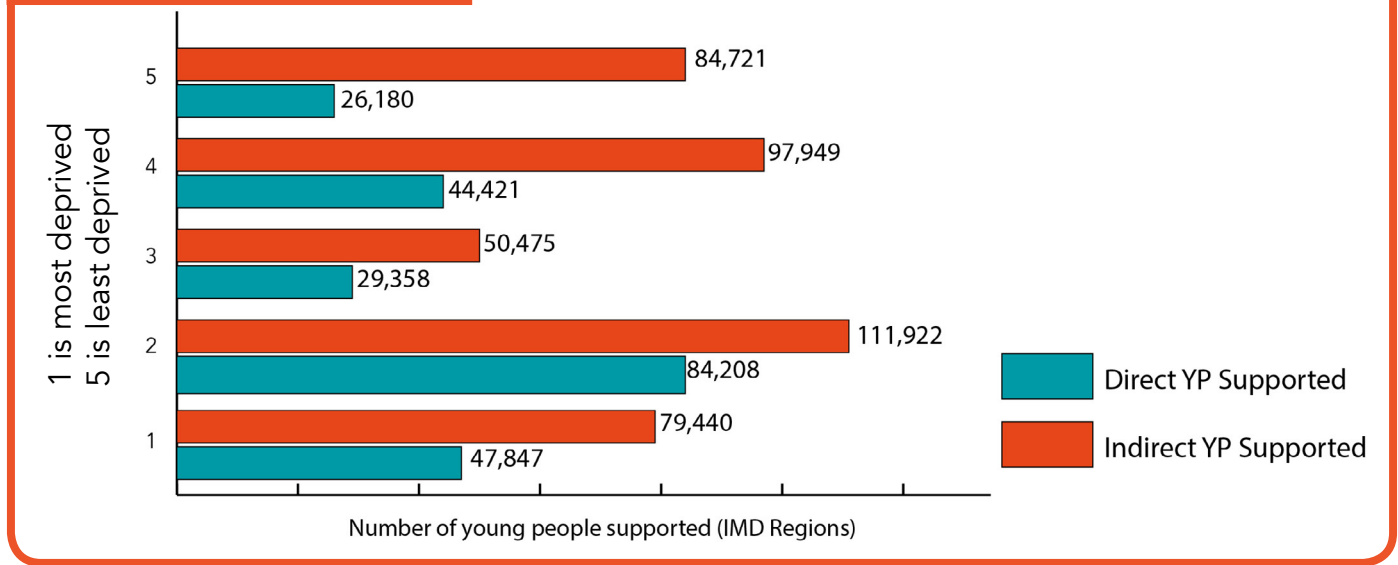
Members support young people in several different ways. Many of UK Youth's members provide open access provision such as youth clubs and youth engagement activities for local young people. The membership also includes large infrastructure and regional organisations, offering support with safeguarding, funding and policies and procedures for smaller clubs in the area, as well as local authorities and national charities with a youth outreach.



"Rooted in the communities they serve, and independent from statutory institutions, charities can help those who are most marginalised and hard to reach."

The number of young people supported both directly and indirectly by members was mapped against the Government's Indices of Multiple Deprivation index¹⁰. This reveals that the largest proportion of young people supported by UK Youth members are those living in some of the most deprived communities in England. More than **191,000 young people from the 40% most deprived areas** in England are reached indirectly through local or national networks affiliated to UK Youth.

Levels of deprivation



¹⁰<https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>
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Workforce

There are over 16,000 individuals within UK Youth's direct membership's workforce. **Volunteers greatly outnumber paid staff** - for every paid staff member, there are two volunteers.

This tallies with research from Unison which notes that around 1,660 youth work jobs were lost between 2014 and 2016, following the loss of almost 2,000 posts between 2012 and 2014. The majority of the losses were part-time workers¹¹.

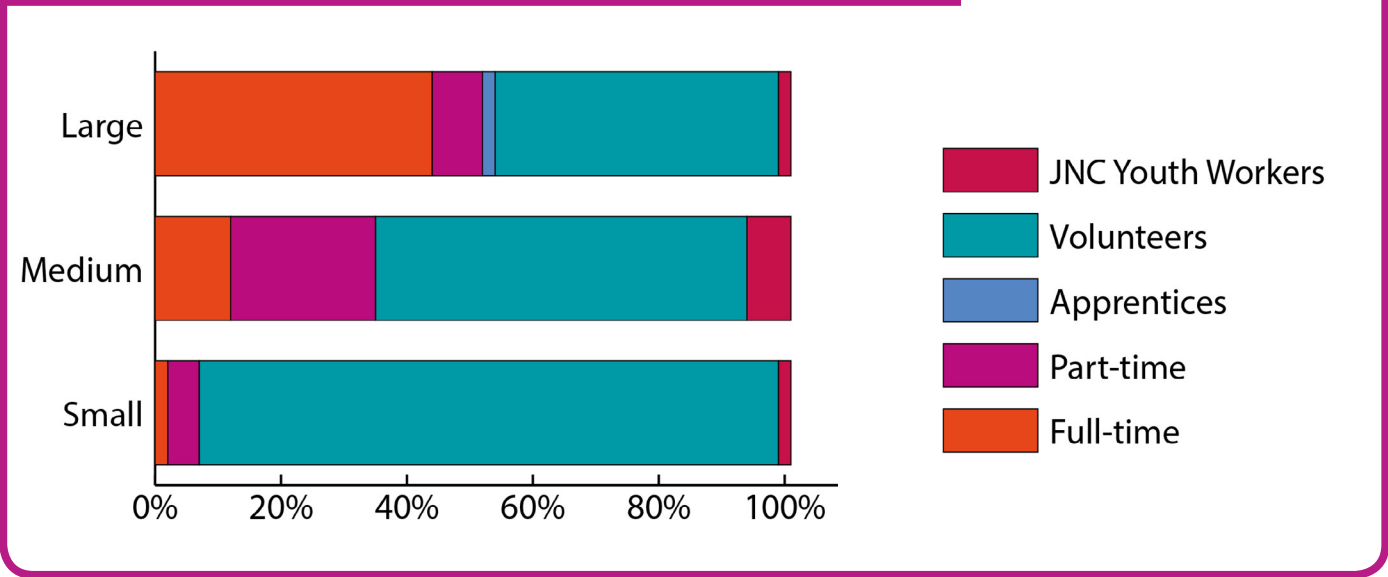
Infrastructure organisations, delivering services at scale across local or regional networks, have the greatest reliance on volunteers, making up nearly 90% of their workforce. Organisations delivering services directly to young people from a single locality, such as a youth club, have the highest proportion of JNC (Joint Negotiating Committee) qualified youth and community workers, yet they are also very reliant on volunteers. As expected, larger organisations, turning over more than £500K, have the greatest number of

full-time staff, likely to be employed in management functions such as finance, HR and strategy.

Whilst the energy and enthusiasm of volunteers is widely welcomed, it must be recognised that as the youth sector has transitioned from a largely statutory provision to a largely voluntary sector led service, the training, processes and oversight that was in place to ensure the safety and protection of beneficiaries has diminished.

This would support the findings of research commissioned by the National Youth Agency that showed that the number of students undertaking youth and community work courses at universities fell by more than a quarter in 2015/16, compared to the year before¹². They also noted a steady decline in number of higher education institutions offering youth work degree courses.

Type of workforce against size of organisation

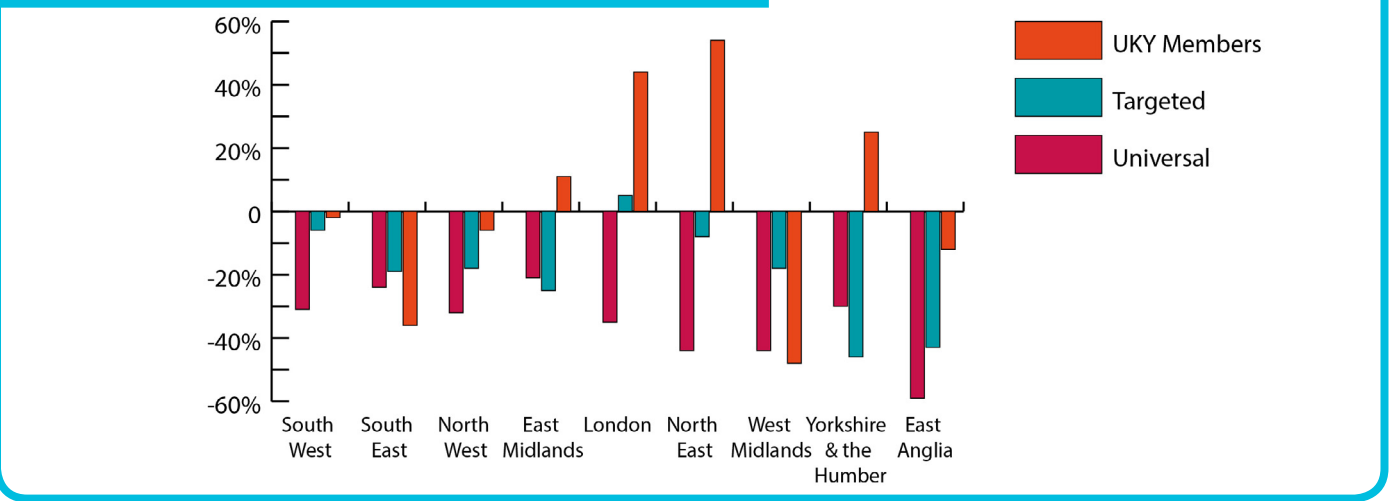


¹¹ The Damage Report, 2016, Unison
¹² <https://www.cypnow.co.uk/cyp/news/2003609/youth-work-student-numbers-plunge-by-28-per-cent>

Government spending

Surprisingly there is no clear relationship between regional change in government funding (universal or targeted) and the income of members; when mapped against each other there is a variation on increase or decrease, i.e. East Midlands, London, North East and Yorkshire and the Humber reporting an increase in member income during 14/15 and 16/17 despite a decrease in government funding.

Change in government funding and UK Youth member income between 14/15 and 16/17 by region



One may conclude that organisations which sustained services during this period of significantly reduced government spending are also those using innovative methods of funding, or who have diversified their income streams and have had funds available to continue their membership to a national body.

Percentage of members reporting a change in income between 14/15 and 16/17, by region



Are members finances set to improve?

Members were asked what their predicted income would be for 2017/18. When compared to the year before, it would appear that most organisations expect their finances to improve, albeit by a slight margin.

Overall, 47% are projecting a decrease of some kind of increase, and 53% a decrease. This is also different by region.

Region	Projected income increase in 2017/18	
	Yes	No
East Anglia	50%	50%
East Midlands	50%	50%
London	61%	39%
North East	33%	67%
North West	54%	46%
South East	42%	58%
South West	70%	30%
West Midlands	57%	43%
Yorkshire and the Humber	57%	43%
Grand Total	53%	47%

Common challenges

The following themes were evident, whether organisations were delivering services directly to young people within their community or servicing organisations indirectly through regional or national networks¹³:

- 1 Funding and sustainability of sector
- 2 Having a voice and influencing policy at a national level
- 3 Workforce recruitment & development (affording staff, training and development staff & volunteers)
- 4 Accessing networking & collaboration opportunities
- 5 Managing data & demonstrating impact

The results echo the findings of UK Youth’s 2016 Local Youth Groups Today report, which stated ‘securing funding’ as the primary concern (71%) of those surveyed, closely followed by ‘difficulty demonstrating your social impact through reports and data’ (35%).

Making Change for Good

“Many organisations are unused to operating in a changing and contested funding environment and find doing so challenging.”
Independent Commission on the Future of Local Infrastructure, 2016

Staff have traditionally been hired primarily on the basis of their ability to work effectively with young people, rather than their expertise in finance, business development, operations, or building management. As a result, many members now find themselves on a steep learning curve, determined to continue to support young people, but unsure where to go for training, support or funding¹⁴.

¹³UK Youth Member Consultation survey
¹⁴ Local Youth Groups Today, UK Youth & Clearview Research (2016)
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The impact on young people

Around a quarter of members work with young people in isolated rural or coastal areas. These areas typically have lower social mobility for disadvantaged young people with some isolated areas having no school sixth forms, fewer specialist teachers along with limited higher education options and outreach for employers¹⁵.

State of the Nation

“Only 13 per cent of disadvantaged young people in former industrial areas and 14 per cent in remote rural coldspots progress to university compared with 27 per cent in hotspots.”

Despite apparent differences in size and scale, members are united in their shared vision for young people, supporting them to navigate the challenges of adolescence (from lack of aspiration to peer pressure or issues at home¹⁶) to enter adulthood as happy, healthy and positive about their futures.

When asked what the primary impact of their work with young people was, 62% of youth group leaders said providing young people with a safe place to go and 48% enabling young people to lead happier, more fulfilling lives and empowering young people to make a positive contribution to their community¹⁷.

UK Youth Voice Manifesto, 2017

“For many young people, their youth club is their only safe space. We believe every young person in every region, city, town and village should have access to a minimum standard of youth services, enabling them to access mental health services, citizenship education, social mixing and training”¹⁸.

Innovation from our network

Decisions about the re-structuring of statutory youth services have often been complex and driven by numerous factors, including:

- >> Overall financial challenges in local authorities
- >> Degree of understanding, or lack-of, about youth work from local authority senior leadership and elected officials
- >> The political make-up and ideologies of councils
- >> The variable strengths of existing non-statutory provisions

¹⁵State of the Nation Report, Social Mobility Commission, 2017
¹⁶Local Youth Groups Today, UK Youth 2016
¹⁷Local Youth Groups Today, UK Youth 2016
¹⁸UK Youth Voice Manifesto 2017

Innovation in action

It is clear that UK Youth member organisations have had to evolve and adapt to remain financially viable and relevant to the changing needs of young people. The following case studies highlight examples of innovation in the delivery of services to young people:

Space

Space (DYS SPACE LTD) is a public sector mutual and social enterprise delivering community based youth services across Devon. It's been operational since February 2017, having won a three year contract with Devon County Council after the youth service was put out to tender. Space delivers open access youth work, targeted programmes for individuals and groups and support for other voluntary youth organisations. It provides a continuum of services that are flexible to meet young people's needs.



CEO Kev Henman comments:

"Space has thrived during our first full year of independence. Devon's decision has led us to be more responsive and entrepreneurial. In many ways, the work hasn't changed. We still meet the needs of those young people who choose to use our services and involve them in developing sessions and programmes that make a positive impact. What is different though, is the way decisions are made, the increased creativity, our ability to respond swiftly, our healthier partnerships with other organisations and our ability to access further resources."

Wakefield Council Youth Service

In 2010 Wakefield Council's youth service was facing substantial budget cuts and the loss of qualified youth workers. Having fought to prevent the break-up of the service, the organisation has evolved to provide a diverse, quality offer for young people.

It currently meets the needs of over 2,000 young people each year through targeted youth support, community development work and youth voice activities. This year saw 15,000 young people take part in the Make Your Mark campaign, the UK's largest youth consultation.

"The Government's 'Delivering Differently for Young People' fund was a turning point for us in 2014. Having a dedicated consultant come in and create an 18 month transformation plan helped us take practical steps to diversify our income. We realised we couldn't go on as we were. We had to become more business-minded and invest in leadership, strategy and marketing to better engage with local stakeholders." Andy Atkins, Team Manager



Team Manager Andy Atkins comments:

"We are training 30 adults to work with young people. They are required to complete a group work project, prior to a work placement, before being assigned to a jobs pool for casual workers. This is accessible to organisations across the district, increasing efficiencies and aiding on-going collaboration and quality-improvement."

OnSide Youth Zones

OnSide Youth Zones support existing Youth Zones to operate effectively, as well as introducing new Youth Zones to towns and cities across the country. There are currently ten Youth Zones in the network in England and a number in build.

In developing new Youth Zones, OnSide adopts a total management approach, from working with local stakeholders to identifying the need for a Youth Zone through to physically building the Youth Zone, cultivating donors to achieve the revenue required ahead of opening and supporting the new local team to deliver a high quality and ambitious service for young people.

OnSide involve young people as much as possible; it's their Youth Zone. Young people's active participation and influence in areas of brand identity, transportation, fundraising and the design of the Youth Zone are fundamental to OnSide's approach.



Kathryn Morley, Chief Executive of OnSide Youth Zones comment:

"OnSide Youth Zones has a network of over 35,000 young people accessing our provision across the country. Our funding model is unique in the fact it combines the public, private and voluntary sectors to ensure the best possible provision for young people."

Expect Youth, Doncaster

Expect Youth was created in 2017 following Doncaster Metropolitan Borough Council's decision to change from delivering youth services, to enabling others to deliver. Taking the form of a charitable company limited by guarantee, the borough-wide partnership was tasked with providing a universal youth offer, increasing the range of places to go and things to do.

Business planning, innovation and capacity building have been key to their early success. Having put a three-year business development plan, strategic objectives and quality mark assurance scheme in place, Expect Youth is confident that the 'new' youth offer will not simply be a continuation of previous delivery.

By consulting with young people about the development of services, Expect Youth has enabled more than 58,000 young people to engage with sport, outdoor education, health and wellbeing, arts, accreditation and participation opportunities, at times and locations that suit their needs.



Peter Norman, Chief Executive, comments: *"At the end of our first year we're in a strong position. We've already secured £1.5m of additional funding to the £250K seed funding that was provided by the borough council, preventing the closure of existing youth clubs. I'm confident we've got the structure and business model in place for a viable non-profit organisation capable of being operational in year two and sustainable by year four."*



Government funding priorities

Despite the sharp decline in overall spending on youth services since 2010, central Government has funded new initiatives. The largest of which is the National Citizen Service (NCS, £1.2 billion), providing short-term enrichment and social action opportunities for 15 to 17 year olds across the whole of England.

Larger members of UK Youth were more likely to deliver NCS. Some regions were more active than others, namely the South West, North East and North West.

Some members based in remote rural locations reflected that it is often costly and difficult for rural youth work providers to be able to deliver the NCS scheme. This is mainly due to the distances required to bring young people together and various other contractual requirements which have to be met. It has been commented that some rural organisations would like to see recognition of the rural premium around recruitment and delivery costs in NCS funding.

Region	Do you offer NCS?	
	Yes	No
East Anglia	0%	100%
East Midlands	25%	75%
London	4.35%	95.65%
North East	50%	50%
North West	46.15%	53.85%
South East	16.22%	83.78%
South West	72.73%	27.27%
West Midlands	14.29%	85.71%
Yorkshire and the Humber	16.67%	83.33%
Grand Total	22.73%	77.27%

Significant amounts of **LIBOR Funds have also been directed towards uniformed youth groups**, including the Young Cadets expansion programme (£50 million) and Youth United (£10 million), plus a further investment in Youth United from the Department for Communities and Local Government (£10 million). In addition the Careers and Enterprise Company (£15 million) was established to provide careers and mentoring support for young people, as well as the Department for Culture Media and Sport / Big Lottery Fund partnered Youth Investment Fund (£40 million) and the #iwill Social Action Fund (£40 million), which is also leveraging considerable additional trust, foundation and corporate funding.

Additionally the **expansion of social investment income in the youth sector is becoming visible through Social Impact Bonds**; the Innovation Fund (£30 million), the Youth Engagement Fund (£16 million) and Life Chances (£80 million), plus additional finance from Big Society Capital, Impepus the Private Equity Foundation, and other social investors, which has significantly expanded payment-by-results delivery approaches within the youth sector.

It is also worth noting, there is **new collaborative innovation** taking place across the sector, in order to ensure growth and sustainability of services. This includes the development of Young People Foundations across a number of London boroughs, funded by the John Lyons Trust; place-based collective impact approaches such as the North Camden Zone and West London Zone; and local impact networks initiated by the Centre for Youth Impact.





Conclusion & recommendations

UK Youth sits at the heart of a national network of members, supporting an estimate of over **four million young people** across the UK. It is clear that the sector has faced significant funding cuts since 2010, yet the vast majority of our members have demonstrated remarkable resilience, adapting to remain financially viable and offer services relevant to the changing needs of young people. This is particularly apparent for the organisations operating in East Anglia and Yorkshire and Humber, the regions most affected by significant funding cuts.

Our members' **workforces are heavily reliant on volunteers**, which places significant pressure on organisations to provide sufficient training and oversight to protect young beneficiaries. Surprisingly there are less than 400 JNC qualified youth and community workers employed by our members. This is likely to be indicative of the wider sector decline in youth worker numbers.

To ensure excellent and impactful youth services are made available for young people in every community, **further mapping and analysis of existing provision must take place**. Our members will be required to support an annual data collection exercise as part of the new membership offer, which will allow UK Youth to better map the changes in the network and identify trends across the membership.

Only by identifying gaps in provision, along with examples of innovation, can the relevant agencies start to co-create a clear and comprehensive longer term strategy for local youth service vision, and to set about building the framework, infrastructure and resources to fulfil that vision.

With more and more demands being placed on youth organisations to innovate, diversify their funding, demonstrate their impact and safeguard staff and young people while providing support young people, UK Youth recognises that we have a role to play in being at the forefront of best practice.

Diversifying funding

To develop the means to become a long-term sustainable service, this report suggests the need to work collaboratively with local and central Government, other third sector organisations, and the private sector to:

- >> Embed social entrepreneurial approaches and secure additional income for the sector, for example through supporting access to social investment opportunities.
- >> Identify collaborations and consolidations with complementary service providers, and support partnership development through the brokering of relationships and identifying duplication of services.
- >> Realise new finance through the cultivation of long-term partnerships with private sector organisations.
- >> Share innovation and best practice
- >> Provide advice, guidance and training to build the capacity of members

Stronger Charities for a Stronger Society, House of Lords, 2017

"There was strong support for more guidance, training and capacity building for charities on a wide range of subjects, including governance, finances, fundraising and organisational development. We also heard calls for better communication between the sector and local and national government."

Championing youth

A leading national voice is needed to provide:

- >> A catalyst for change
- >> National amplification of the views of national and regional advisory boards
- >> A representative of the wider youth sector

By recognising the importance of local knowledge and the involvement of young people in their own provision, services can be adapted to their areas where they are most needed, where they will be of the most benefit.

Strengthening quality

Youth facing organisations are increasingly relying upon volunteers to maintain services. There is an urgent need to put in place the right infrastructure, support and training, to ensure that volunteers are being maximised to deliver the best services possible for all beneficiaries, whilst safeguarding young people.

This includes:

- >> The training of youth workers in both traditional and contemporary youth service skills, through the provisions of formal qualifications and strategically targeted continual professional development opportunities.
- >> Identifying and addressing gaps in safeguarding practices and policies to ensure young people are not exposed to undue risk as a result of austerity measures.
- >> Seeking to develop one accreditation framework in partnership with existing providers to ensure an open-access, process-focused and youth-centred approach is protected.

Harnessing impact

There is a demonstrable need to support the adoption of a common language and framework to describe what the youth sector does, so delivery organisations of all sizes can communicate where they fit in to the wider ecosystem of youth services, and are better able to articulate their value.

UK Youth and funders have a responsibility to demystify impact measurement, invest in it at a grassroots level, and support everyone in the sector to find simple, low cost ways to prove the value of what they do.

Together with Government, youth organisations must improve the process and methods for collecting, sharing and collating data across the youth sector, evidencing impact and managing quality. Namely:

- >> Build on the significant progress made by the Centre for Youth Impact and others in the past few years, by embedding effective impact and learning approaches and tools across local delivery infrastructure.
- >> Create common approaches to safely collect beneficiary data, centralise reach and impact data, and build a comprehensive framework and evidence base for youth services.
- >> Convene members and partners to share best practice.

Building community

To ensure a common voice for the sector, it is imperative that organisations work together to collaborate, recognise excellence and maximise effectiveness.

The Way Forward For Youth Provision, Onside Youth Zones, 2017

"The voluntary sector's breadth, depth and diversity is clearly a strength. However, it seems we must prove we can work effectively together, and in conjunction with the public and private sectors, if we are to address any perceived shortcomings."

Looking ahead, it will be vital that Government works collaboratively on the future for youth services in close partnership with UK Youth and other organisations. Together we can:

- >> Formulate effective policy
- >> Design strategy
- >> Develop resource
- >> Build the infrastructure to ensure that youth services are able to be better organised, sustain excellent provisions, and maximise impact

Part of these strategic conversations must include exploring how best to take full advantage of existing finance, including the identified dormant asset fund (£90 million total) and re-directing reduced NCS funding (circa £400 million), with a view to enabling the long-term sustainability and financial resilience of the youth sector, and broadening our reach to ensure we are working with more young people who need this support across the UK.

It is only with local visions and strategy, alongside empowering national infrastructure that youth services can develop and deliver holistic and long-term resilient provisions in every community, to ensure that all young people are supported to build bright futures, whatever their background or circumstances.

UK YOUTH

483-485 Liverpool Road, Islington, London
N7 8PG

Email: membership@ukyouth.org

Telephone: 020 3137 3810

Find us on:

